

Warwick Station Development District (WSDD)
Market Segmentation Analysis, Branding and Marketing Plan

Request for Proposals (RFP)

The Rhode Island Economic Development Corporation (the Agency) in partnership with the Rhode Island Department of Transportation (RIDOT), Rhode Island Airport Corporation (RIAC), the City of Warwick (CITY) and the Central Rhode Island Chamber of Commerce (CHAMBER), known as the TEAM are requesting Proposals from a firm or teams of firms to perform professional services in the form of conducting a market segmentation analysis for growth and development opportunities and, subsequently, a placemaking/brand identity creation with deliverable products that best positions the Warwick Station Development District (WSDD), as a mixed-use transit oriented live/work community located in the core of the City of Warwick located between the TF Green Airport and Jefferson Blvd. The responder should also develop a direct marketing plan and implementation schedule to secure prospects and clients for the WSDD TEAM.

Overview: The Warwick Station Development District forms the intermodal gateway to Rhode Island, centered about T.F. Green Airport, one of Rhode Island's most important economic engines, the Northeast Rail Corridor (NEC) stretching from Washington, DC to New York to Boston and at the confluence of Interstate Routes 95 and 295. As T.F. Green Airport has grown, and with expansion of commuter rail service to the Interlink at T.F. Green Airport provided by the Massachusetts Bay Transportation Authority (MBTA) the City and State of Rhode Island seeks to capitalize on the location and investment in the multi modal facilities with a plan of redevelopment that transforms the existing mix of airport and commercial strip uses that has come to characterize the airport's front door with that of a vibrant city center of development and commerce that provides a 24/7 live/work environment. The City of Warwick and the State have recognized the underutilized character of the land located between the Warwick Rail Station at the InterLink, T.F. Green Airport and its potential for redevelopment to advance key economic and community development goals. The City of Warwick received local approval for a Master Plan for redevelopment within the WSDD along with zoning provisions, an incentivized development approach, that lend to a streamlined permitting process.

Marketing challenges:

The Master Plan and Ordinance for the WSDD, the recently opened InterLink, connecting commuter trains, a commuter parking garage, rental car services and a skywalk to the T.F. Green Airport terminal, provide a rare opportunity for creating a new walkable city center of commerce (village) around this multi-modal transportation center and connectivity throughout Rhode Island and the greater Northeast Corridor.

However, even with the master plan for development, the interconnected air, train, bus and highway amenities available through the airport and the InterLink, the surrounding WSDD lacks a cohesive brand identity and is devoid of a unique sense of place and connection with T.F. Green Airport (PVD) on a local, regional or national level.

This RFP is intended to help the City and the State advance the development and implementation of the WSDD Master Plan by defining opportunities through market segmentation analysis as well as comprehensive, research and data-driven outreach, branding and a marketing plan to better maximize federal and state investments of nearly \$300 million into the existing transportation infrastructure.

Please visit <http://www.riedc.com/warwick-station-development-district> for a link to the WSDD master plan.

The RFP will be used to implement a three-part program:

TASK 1: Comprehensive market segmentation analysis and opportunities

TASK 2: Outreach, Placemaking and Creation of a Brand Identity for the WSDD

TASK 3: Creation of a Direct Marketing Plan and Implementation

Respondents, depending on firm expertise, may bid on the project in its entirety or submit a proposal for either one of the three tasks outlined.

TASK 1: Market segmentation analysis:

- Identify industry sectors and users that would best capitalize on existing intermodal infrastructure as part of a mixed-use, transit-oriented development and growth center ideally situated along the high-traffic Northeast corridor for the WSDD.
- Define the unique selling points/value proposition to targeted industries to meet their customized needs.
 - Demand Analysis Market Study Required
 - Absorption studies/local regional demand analysis
 - Highest and best use analysis using the aforementioned study, data and analysis
 - Review markets areas of particular interest such as hospitality business conference, medical device manufacture/distribution, airport dependent uses, clusters containing headquarters small and regional banking, financial services and insurance companies, small/micro businesses, other “location efficient” uses.
 - Identify Liked Market niches, and list of specific targets for sales and Business Development.
 - Housing Market
 - FINAL REPORT for TASK 1 DUE: January 31, 2013

- Review the City of Warwick’s Market Analysis developed in conjunction with the WSDD Master Plan process.

TASK 2: Public Outreach/Placemaking and Creation of a Brand Identity for the WSDD

Outreach/Consensus Building

- Bring together multiple stakeholders with direct authority/responsibility, through a series of meetings, to identify internal and external conditions affecting a successful brand and market identity.
 - Establish the criteria for suggested brand identity
 - Develop action plan with clear stakeholder deliverables and buy-in for the brand, market identity and brand positioning.
- Develop a comprehensive outreach program for community and vested parties (e.g. property owners) in partnership with the TEAM to proactively engage, receive input, and facilitate consensus on a vision and goals based on data driven research.
- Communicate updates using a variety of channels: electronic, social media, community meetings.

Placemaking and Brand Identity Creation:

- Devise and create the brand themes/place identity into tangible visual elements for review testing (e.g. website, signage) of unified colors and logo, and establish an identifiable brand for the WSDD.
 - Develop Key Design Elements for signage and building a sense of place in the district.
 - Provide graphic examples: Pedestrian oriented signs, signage in the station district for visitors and local businesses to parking, lodging, shopping and transit areas.
 - Provide graphic examples community amenities such as banners or flags on streetlight poles
 - Provide graphic examples of signage and gateway features that provide a visual sense of arrival and transition from the WSDD.
 - Provide graphic examples of auto-oriented, transit, (rail, bus air) directional signage
 - Provide Sales Kit elements
- Define the WSDD and its environs (PVD; aka TF Green Airport; the Interlink; Post Road and Jefferson Blvd development area) as an identifiable environment that is pleasurable and inspirational expressed through its mixed design, building architecture, public spaces, streetscape and connectivity and access to environmental assets as well as maintaining a high philosophical emotive appeal

- for businesses, its workforce and residents that seek a more balanced sustainable healthy environment in which to live, work and play.
- Unite the placemaking with the goals and objectives of the WSDD City Master Plan and develop an image for the WSDD along with identifying colors, design slogan and logo that project the attributes afforded by the district (*example: lifestyle, convenience walkability access to the coastline and affordability etc.*) identifiable to local and regional interests and sought by businesses and their workforce.

Research and Testing

- Test the brand identity positioning through a variety of channels and online surveys to base decision making on data driven research.
- Include the TEAM members, stakeholders and local property owners and decision makers.
 - FINAL REPORT for TASK 2 DUE: February 28, 2013

Task 3: Direct Marketing Plan and Implementation

- Develop a marketing plan based on deliverables from Task 1 and 2 concurrently to promote increased transportation use, and development opportunities of the WSDD.
- Target Investors, Real Estate Development & Corporate Site Selectors: Develop opportunities to expose the WSDD to real estate developers/brokers, Corporate Realtors, Investment Trusts (REITs), Pension Funds, and corporate site selectors identified in the market segment analysis to promote the benefits of corporate relocation or expansion to the larger WSDD – both national and international companies.
- Develop an implementation schedule with full timelines for each element of the marketing plan.
- Develop a budget for the implementation schedule, identifying all media buy/placement, social media and other media in meeting the plan and schedule.
- Execute the marketing plan through site visits and media buys.
- THIS TASK IS ONGOING AND WILL COMMENCE UPON AWARD. The agency envisions the awardee leveraging existing target market knowledge and branding to create market awareness early and refine the plan as Task 1 and 2 deliverables become available.

The Agency envisions the respondent to generate concise market driven data for the Agency to consider with its partner agencies. The information will be used to create the brand identity, and secure consensus from key stakeholders prior to implementing the final brand and marketing plan.

The Agency, in conjunction with the RIDOT, RIAC, the CITY, and the CHAMBER to be known as (The TEAM) developed the following objectives that shall be realized through this Project.

- **Scope of Services:** In accordance with the approved Federal Highway Administration (FHWA) Transportation Community and System Preservation (TCSP) grant application,, the following are a summary of services the respondent will provide to implement a marketing, outreach and direct marketing effort at the Warwick Station Development District (WSDD):
- The successful respondent should clearly define and demonstrate its capabilities in meeting the requirements established in this RFP.
- The successful respondent should detail its approach to how its firm would accomplish the above stated scope, including completeness and understanding of the Project scope, goals and objectives.
- The successful respondent shall have read the WSDD Master Plan, ordinances and be familiar with “transit oriented development” and “complete street” development strategies.
- The successful respondent shall research, provide and implement a cost-effective market analysis and branding campaign that can be implemented through various media such as print, web based platforms and social media in promoting the WSDD to regional, national and international prospects and clients.
- The successful respondent shall identify and provide a comprehensive plan of action along with a detailed budget and schedule to implement its plan for the WSDD.
- The successful respondent shall conduct a series of meetings with WSDD property owners, CITY officials (elected and staff) and businesses, along with WSDD partner agencies/organizations directly involved in the project.
- The successful respondent should create an agency agreement, such as a memorandum of understanding that delineates each organization’s role and responsibility in providing qualified useful data, personnel support and other in-kind services.

The project proposals will be reviewed by a committee consisting of representatives from the RIEDC, RIDOT, RIAC, City of Warwick and the Central Rhode Island Chamber of Commerce, to score all proposals and recommend the firm who best confirms the ability to meet the project requirements.

The Team shall evaluate all proposals based on the criteria as outlined:

- Project Approach and Understanding of Work (35 pts.)
 - Includes the proposed work plan and timeline as well as a demonstrated understanding of the tasks described in the RFP.
- Relevant Experience and Expertise (35 pts.)
 - Capacity of the consultant or team to manage the project effectively based on its experience and in managing multidisciplinary projects of similar size, scope, and complexity.
- Capacity, Resources, and Level of Effort to Accomplish Tasks (20 pts.)
 - Ability to perform the services as reflected by workload and the availability of adequate personnel, equipment, and facilities to perform the services expeditiously.
- Cost of Proposal and Estimated Date of Completion (10 pts.)

Recognize that respondents can bid on any of the three tasks identified in this RFP. Respondents should also consider and suggest how to concurrently start Task 3 midway through Task 2 to maximize a successful marketing plan. Consultant teams are encouraged to work with capable local firms, including minority and women-owned firms, wherever possible and appropriate. The State is also recommending a D.B.E. project goal of fifteen per cent (15%) percent of the estimated contract value, and due to the anticipated lack of training opportunity, zero (0) hours are suggested for training.

In order to be considered responsive, firms shall submit, at a minimum, the following as part of their proposals:

- Identification of the project team and team organizational chart
- A listing and description of projects the firm(s) have been responsible for demonstrating the firm's ability to perform all aspects of the Project. The description shall include the specific portions of the project which the firm was responsible for completing.
- A listing of the staff to be assigned to this project and their respective qualifications, past experience on projects of this scope, and their role in those past projects.
- References to be contacted that can verify the information provided in the area of projects performed, project performance, management of budget/cost, schedule, and quality of deliverables.
- Copies of all documentation which demonstrate the firm(s) has the legal ability to perform the services in the State of Rhode Island, described generally heretofore.
- Most current Federal Forms SF-254 and SF-255.
- Demonstration of the financial capacity of the firm(s) ability to undertake and complete the Project.
- Certificate of Good Standing from the Rhode Island Division of Taxation for each firm identified in the proposal.

- A listing of all current and ongoing contracts between any/all firms proposing and the RIEDC, the Team or the State of Rhode land.
 - A disclosure of all outstanding financial obligations with the State of Rhode Island for any of the firms included in the proposal.
-

1 original and 6 copies of the submittal along with a digital copy on CD-ROM shall be delivered to:

Rhode Island Economic Development Corporation
315 Iron Horse Way, Suite 101
Providence, RI 02908
Attn: WSDD Committee

A pre-proposal conference is scheduled for November 8, 2012 at 10:00 a.m. at the RIEDC offices located at 315 Iron Horse Way, Suite 101, Providence, RI 02908. All potential respondents are encouraged to attend, but attendance is not a condition for consideration of an award.

Questions regarding this Request for Proposals will be accepted by e-mail at jriendeau@riedc.com or in writing to the address listed below on or before November 15, 2012.

All inquiries with responses will be made available daily to all interested parties without the disclosure of the originator through postings on the RIEDC and State Purchasing websites.

Proposals are due by 2:00 p.m. EDT on November 21, 2012 and shall be submitted at the RIEDC offices in Providence. Electronic and late submissions will not be accepted.

The Agency reserves the right to segment any portions of the RFP and make multiple awards to effectively meet the requirements of the RFP. The Agency will also accept proposals that segregate the scope of services defined as Task 1, Task 2, and Task 3.

The Agency reserves the right to terminate the Project prior to entering into any negotiated contract with any qualified firm or firms pursuant to this Request for Proposals, and by responding hereto, no firm or firms are vested with any rights in any way whatsoever.

Reply to:
RI Economic Development Corporation
Warwick Station Marketing Selection Committee
315 Iron Horse Way, Suite 101
Providence, RI 02908
Attn. John Riendeau